

## Message Text

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ACTION EUR-25

INFO OCT-01 ISO-00 DODE-00 CIAE-00 PM-07 INR-10 L-03

NSAE-00 PA-04 RSC-01 PRS-01 SP-03 USIA-15 TRSE-00

SAJ-01 IO-14 OMB-01 DRC-01 /087 W

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TO SECSTATE WASHDC 5890

LIMITED OFFICIAL USE USNATO 2889

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TAGS/ AORG, NATO

SUBJ: NATO OFFICE OF MANAGEMENT

REF: A. USNATO 2442; B. STATE 92832

BEGIN SUMMARY: DE STAERCKE (BELGIUM) HAS SUBMITTED TO SYG A LETTER CONTAINING COUNTERPROPOSAL ON MANAGEMENT ORGANIZATION AS FORESEEN REF A, PARA 3. NAC EXPECTED TO CONSIDER MATTER MAY 29. MISSION PLANS TO FOLLOW GUIDANCE REFS A AND B. END SUMMARY

1. SUMMARY OF DE STAERCKE LETTER FOLLOWS: (BEGIN SUMMARY OF LETTER)

A. THREE BASIC CONDITIONS MUST BE MET BY MANAGEMENT PROPOSAL: FIRST, THE AUTHORITY OF THE SYG MUST NOT BE INFRINGED UPON; THE MANAGEMENT DIRECTOR WILL ONLY HAVE POWERS DELEGATED BY THE SYG.

SECOND, THE MANAGEMENT ADVISORY UNIT (MAU) SHOULD BE SET UP HAVING SUFFICIENT AUTONOMY TO MAKE OBJECTIVE RECOMMENDATIONS; THEREFORE, THE DIRECTOR OF THE MAU SHOULD BE A STRONG PERSONALITY, SHOULD HAVE NO OPERATIONAL RESPONSIBILITIES, AND MUST OBE OF A GRADE LEVEL NOT INFERIOR TO THAT OF THE SERVICE DIRECTORS WHOSE ORGANIZATIONS HE WILL STUDY AS TO STRUCTURE, SIZE, DUTIES, AND WORK METHODS.

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THIRD, THE DIRECTOR OF MANAGEMENT SHOULD NOT UNDERCUT THE TOP AUTHORITIES WHO ARE RESPONSIBLE TO NAC OR TO THE SYG BY DETRACTING FROM THEIR RESPONSIBILITIES OR SUPPRESSING THEIR DYNAMIC AND IMAGINATIVE EFFORTS.

B. (SUMMARY OF DE STAERCKE LETTER CONTINUES) THESE THREE POINTS HAVE NOT BEEN THE SUBJECT OF CONTROVERSY, BUT SOLUTIONS HERETOFORE PROPOSED DO NOT FIT THE THREE CONDITIONS, E.G., A MAU DIRECTOR AT GRADE A.5. WOULD BE TOO LOW TO BE EFFECTIVE IN INQUIRED INTO THE SERVICES; THE US PROPOSAL WOULD RESULT IN PURELY OPERATIONAL ACTIVITIES WITH THE MAU DIRECTOR HAVING INSUFFICIENT AUTONOMY AND BEING BENEATH THE DIRECTOR OF ADMINISTRATION, THE CONTROLLER, AND THE DIRECTOR OF SECURITY. UNDER THE PRESENT ORGANIZATION, THE DIRECTOR OF ADMINISTRATION CANNOT APPLY MANAGEMENT TO ALL NATO OPERATIONS AND TO THE MILITARY HEADQUARTERS.

C. (SUMMARY OF DE STAERCKE LETTER CONTINUES): BELGIANS THINK PERHAPS THE BEST SOLUTION WOULD BE TO CREATE A NEW POST OF DIRECTOR OF MANAGEMENT REPORTING DIRECTLY TO THE SYG OR DEPUTY SYG, AND HENCE ABOVE BUT TO THE SIDE OF THE THREE POSTS MENTIONED EARLIER. DIRECTOR WOULD ALSO BE HEAD OF MAU, WITH POWER TO MAKE INQUIRIES INTO ALL SERVICES, AGENCIES, AND MILITARY HEADQUARTERS, WITH THE COOPERATION OF RESPECTIVE PERSONS RESPONSIBLE. NEW DIRECTOR WOULD ALSO DIRECT PREPARATION OF CIVIL BUDGET AND SUPERVISE PREPARATION OF MILITARY BUDGETS. HE COULD ALSO LOOK INTO THE POSSIBILITY OF IMPROVEMENT OF WORK METHODS AND RESOURCE ALLOCATION BY VARIOUS MULTILATERAL STRUCTURES OF THE ORGANIZATION; WORKING GROUPS AND COMMITTEES HAVE MULTIPLIED OVER THE YEARS AND MAY BE ATTAINING TECHNICAL PERFECTION AT THE EXPENSE OF ADEQUATE POLITICAL CONCERN. IMPORTANCE OF FIELDS TO BE EXPLORED JUSTIFIES NEW POST AT UNCLASSIFIED LEVEL AND RESULTING SAVINGS SHOULD EXCEED ADDITIONAL COST INVOLVED. (END SUMMARY DE STAERCKE LETTER).

2. MISSION COMMENT: DE STAERCKE LETTER IS LARGELY IN RESPONSE TO MISSION EFFORT TO ELICIT SUPPORT FOR US MANAGEMENT PROPOSAL, OR TO ELICIT COMPROMISE PROPOSALS, FROM OTHER DELEGATIONS. DE STAERCKE PROPOSAL IS SIMILAR LIMITED OFFICIAL USE LIMITED OFFICIAL USE

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TO 1972 US PROPOSAL AND REPRESENTS A MAJOR CONCESSION (E.E., HIGH-LEVEL MANAGEMENT OFFICIAL REPORTING DIRECTLY TO THE SYG); IT IS INDEED A COMPROMISE BETWEEN CURRENT US PROPOSAL (USNATO A-150) AND SYG PROPOSAL (PO/74/38). THE US PROPOSAL WOULD ESTABLISH A HIGH-LEVEL DIRECTOR OF MANAGEMENT WITH RESPONSIBILITY FOR ALLOCATING RESOURCES AND SUPERVISING THE DIRECTOR OF ADMINISTRATION, THE FINANCIAL CONTROLLER, THE DIRECTOR OF SECURITY, AND THE MAU WHEN CREATED; THE SYG'S PROPOSAL WOULD ESTABLISH THE MAU HEADED BY AN A.5 AND WOULD CREATE NO RPT NO MANAGEMENT POST HAVING OPERATIONAL RESPONSIBILITIES. DE STAERCKE'S PROPOSAL WOULD CREATE A NEW POSTION AT

THE LEVEL RECOMMENDED BY THE US, BUT WOULD KEEP HIM FREE  
OF OPERATIONAL RESPONSIBILITIES AS RECOMMENDED BY THE  
SYG.

3. MISSION PLANS TO FOLLOW GUIDANCE REFS A AND B, E.E.,  
WILL SUPPORT BELGIAN PROPOSAL AS FALL-BACK POSITION  
IF CONSENSUS DEVELOPS AND THAT IS THE MOST WE CAN HOPE  
TO OBTAIN. ANY FURTHER COMMENTS OR SUGGESTIONS WHICH  
THE DEPT MAY WISH TO ADD SHOULD BE FURNISHED  
BY MAY 27 IF POSSIBLE. MCAULIFFE

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<< END OF DOCUMENT >>

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**Concepts:** n/a  
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**Copy:** SINGLE  
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**Disposition Approved on Date:**  
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**Disposition Date:** 28 MAY 2004  
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